

TRANSEND

February, 2008

A magazine for employees and stakeholders of the Arizona Department of Transportation

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Mike Davies, equipment service technician, uses a computerized diagnostic device to analyze engine component performance in an ADOT vehicle.

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Survey says . . .

The results of our recent employee survey are in, and while we are still in the process of analyzing your responses, I am pleased to report that upon initial review, the overall ratings have increased since our last survey two years ago.

Additionally, more employees than ever before took the time to share their opinions. Over 4,200 completed the 20-question survey about their work experience at ADOT. That's a whopping 91 percent response rate compared with a 68 percent return in 2005!

Another important revelation from this survey is that 78 percent of our employees say that they are proud to work at ADOT. I am proud to have you here, too.

So, what are we looking for in the survey?

We have asked the same questions of our employees every two years since 2003. By measuring your responses over the years, we are able to determine levels of satisfaction in all 20 areas surveyed. My goal is to look at the various themes that emerge from your comments, and focus on ways to address the main issues.

We are seeking ways to continue to enhance your experience at ADOT and to improve our value to the citizens of Arizona.

We need to know how we measure up as your employer. We want to develop a clearer perspective of your concerns, and issues that are of a high priority for our employees. By quantifying and analyzing employee attitudes and opinions, we can identify areas and solutions to create a supportive work environment. I believe that motivated employees are critical to improving our organizations' goals and initiatives. That is why we care about your opinions of ADOT as your employer.

Thank you for all the hard work you do for this agency. Employees are the most important asset we have, and I am extremely pleased that you are a part of the ADOT Team. You continue to make this agency successful and a great organization.

Victor M. Mendez,

 Director



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EQUIPMENT SERVICES

Keeping ADOT on the road

By Ron Loar
Editor

Keeping the ol' family sedan running can be a problem for most of us with limited mechanical experience.

But if you have as many vehicles as ADOT has, you better have a big garage and a lot of well-qualified mechanics and technicians to look after your rolling stock to keep it rolling.

ADOT's Equipment Services does just that for its fleet of over 4,600 cars, trucks, vans, and a whole garage full of graders, snowplows, end-loaders and an assortment of other equipment.

There are 22 ADOT-owned shops statewide to maintain nearly \$170 million worth of rolling stock. In addition, ADOT provides vehicle repair and maintenance services for other government agencies and school districts that contract their services.

It takes 148 certified technicians to service all those vehicles. And, they aren't just a bunch of shade-tree mechanics either. These guys have more pedigrees than a kennel of purebred dogs. Their list of qualifications include 47 master automotive technicians, 95 master truck technicians, 4 master collision techs, 6 master equipment techs, 18 advanced engine performance mechanics, and 11 advanced diesel mechanics. Then there are 29 mechanics with compressed natural gas certifications, 32 with parts certification, 4 master machinists, and the list goes on.

"Time was when all it took to fix a car or truck was a couple of wrenches, a screwdriver, and a ball-peen hammer. Not so today," says Dennis Halachoff, fleet manager. "Our mechanics don't approach a vehicle without a computer in hand."

Equipment Services has its own Information Technology Team to maintain the high-tech computers used in vehicle diagnostics and parts inventory. Ian Kaufman heads up that support team. Very sophisticated software is needed to track equipment and parts.

It requires a lot of education and experience to run a shop as complex as Equipment Services. Bill Kohn, in charge of maintenance operations, received his mechanical training in trade school. He then went on to earn a Masters in Business Administration at the University of Phoenix. Many years of fleet management for trucking companies preceded the four years that he has been working for ADOT.

Halachoff has a Bachelor of Business Administration degree from Kent State University where he majored in transportation management. He is also a Certified Public Manager from Arizona State University's School of Public Affairs. His 20 years of service with ADOT follows many years in the trucking industry.

Handling the financial and training end of the business is Michael Hawthorne, who has 20 years of work experience with the State of Arizona, including assistant director for the Registrar of Contractors, and director of operations for the Arizona State Library, Archives and Public Records. He holds a Master of Business Administration degree from Western International University, and is a CPA.

While managing the dollars and cents part of the business, Hawthorne also sees to it that equipment repair technicians receive up-to-date training on all new technology. Recently, Equipment Services went live via satellite with General Motors Service Training Center in Detroit, Michigan. The hi-tech system allows ADOT mechanics to receive via computer, the

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Welder Matt Hankins makes repairs to the bed of a truck. Welding is a big part of the fabrication and repair business at Equipment Services.



EQUIPMENT SERVICES

Keeping ADOT on the road

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same comprehensive training as the GM mechanics. Students observe live disassembly and repair of engines, transmissions, chassis, and brakes.

Gary Rickard, parts supervisor for the Central Region, has been handling parts as long as he can remember. For the last 12 years he has kept track of every nut, bolt, gasket, whatchamacallit and thingamajig in the Phoenix shop. His history includes 22 years in parts repair and machine shops. "In 1970, I graduated from Arizona State University with a degree in banking and finance. And, what did I do with that? I went out and opened an auto parts business," he answered his own question.

Making sure there's plenty of fuel to run the vast fleet of vehicles falls on the desk of Devin Darlek, fuel, environmental and scales manager. He is a Certified Project Manager with over 26

year in state service, 20 of which have been with ADOT. Ruth Kish and Valerie Tullos, fuel coordinators, keeps track of purchasing 4.5 million gallons of unleaded and diesel fuel annually that is dispensed through ADOT's fuel stations. Last fiscal year ADOT spent over \$10.5 million on fuel.

Darlek's office also manages the Voyager Fleet Fueling Card program. "We encourage employees using ADOT vehicles to obtain fuel at any of our fuel stations located conveniently throughout the state due to the major cost savings," Darlek says. "Voyager Cards are available for most vehicles to purchase fuel at commercial locations should you find yourself in an emergency situation. Plan your trips wisely by using the state's fuel sites," he says.

The staff at Equipment Services prides itself on their in-service rate. "Our goal is to get your vehicle back in service within 24 hours," Rickard said. He boasts of a 96 percent success rate in meeting that goal. "For our customers, the bottom line is their knowing how much it costs to operate its fleet per mile, per hour. We can tell them anytime what it costs to operate one vehicle or the whole fleet."

Parts supervisor Gary Rickard, assists Leon Begay locate a part in the Central Parts Warehouse. Equipment Services maintains an inventory of thousands of different parts that are routinely needed.



Raul Jimenez buffs the finish of a service truck in preparation for touch-up painting.

Operating its own maintenance shops is good business for ADOT. From a management standpoint, that requires knowing how you rate against your competitors. Kohn says that the average auto mechanic shop rate in the Phoenix area is \$90 per hour. "Our rate is less than half that," he says with pride. He attributes the huge savings to not having to mark-up parts and labor, and not having to show a profit. "Our goal is to recover costs," he reports.

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Keeping ADOT on the road

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Sound management practices also factor into the successful operation of Equipment Services. This includes strict inventory control, time management, and a well-monitored preventative maintenance program that catches small problems before they result in major repairs.

All ADOT vehicles are subject to a routine 50-point inspection program that covers tire wear, brakes, electrical, safety items, lights, oil and transmission. “A lot of times we can prevent problems before they happen, and extend the serviceability of the vehicles just by routine inspections,” Kohn says.

ADOT Fleet Management requires detailed inspection of all new vehicles and power equipment before they are placed into service. Get-ready technicians go over new equipment bumper-to-bumper to make certain that the equipment delivered meets specifications and that everything is in working order. Rickard points to a new pavement sweeper that has a

puddle of hydraulic fluid underneath it. “That one goes back to the vendor,” he says, “sure we could fix it, but they need to make it right before we will pay for it.” He says that sometimes the vendor will send a mechanic to make the repair on site rather than send it back to the factory.”

After new equipment passes the initial acceptance inspection, it goes to the Get-Ready and Specialty shops where the post-delivery additions are installed, according to Halachoff. Post-delivery items include emergency lights, special mechanical adaptations, hitches, tool-boxes, welders, decals and vehicle numbering. Communications radios are installed by Department of Public Service technicians because they have the FCC license for radio operations in Arizona, Rickard said.

Master machinists from the Fabricating Shop can build any part that is not readily available. Many of the hydraulic cylinders used on snow plows are built on site. Rickard estimates they save the state about \$350 for each cylinder they manufacture in-house. Custom fabrication has become a familiar part of their service. When ADOT could not economically purchase a cone truck (used to distribute traffic cones for highway maintenance projects) they designed and built 77 of them based on the needs and specifications of the Signing and Striping crew.

Gene Yazzie services the hydraulics system on a Catapiller D-4 dozer.



Jose Dorame changes the oil in a pick-up truck as part of the preventive maintenance service performed by Equipment Services.

There’s a lot of pride and camaraderie among the employees in Equipment Services, and it is reflected in the quality of work they perform. Rickard says, “It’s a joy to come to work every day. We have really good people who know what they are doing. They are knowledgeable and talented.”

Kohn says of his staff, “I like being surrounded by fantastic people. I’m nothing without my people.”

“Very creative,” is how Halachoff describes his employees. “These people think outside the box. They put their heads together and come up with practical and sometimes innovative solutions to complex problems.”



Reed Henry named to safety engineer position

Reed Henry, who has been serving as manager of Highway Enhancements for Safety (HES), has been named to the newly created position of state safety engineer.

“Reed will be responsible for facilitating the new Arizona Strategic Highway Safety Plan,” according to Mike Manthey, State Traffic



Reed Henry

Engineer. “He will also oversee the programs for HES, a project that he has been most familiar with in recent years.”

ADOT established the new state safety engineer position to reduce the high number of motor vehicle related fatalities in Arizona. In his new position, Reed will coordinate the agency’s transportation safety initiatives within the

department as well as with the Department of Public Safety, Department of Health, Governor’s Office of Highway Safety, the Federal Highway Administration, the Federal Motor Carrier Safety Administration, and local tribal governments.

“The purpose of this position is to promote an enhanced safety culture within ADOT as well as to coordinate safety activities with other transportation safety stakeholders,” Manthey said. “Reed will be responsible for developing, coordinating and implementing various safety plans, as well as implementing a strategic highway safety plan for the department,” he said.

While serving as manager of HES, Reed received the *Lifesaver Agency Award* at the annual ‘Making a Difference Together in Arizona’ awards dinner in recognition of his work in developing safety initiatives.

Richard Fimbres, director of the Governor’s Office of Highway Safety, presented the award after Henry was nominated by ADOT Director Victor Mendez.

Reed has been an employee of ADOT for 14 years. He has served on the FHWA committee for research of low-cost safety improvements. He chaired the Governor’s Safety Advisory Committee’s (GTSAC) subcommittee on Road Safety Audits. He was also involved with GTSAC subcommittees for photo enforcement and traffic records, and has served as a member of the American Association of State Highway and Transportation Officials subcommittee for highway safety management.

Comments and Kudos

Just what the doctor ordered. A physician who recently moved from California wrote about his positive experience at the MVD office in north Scottsdale. Vykyi Vydfof, supervisor, shares this e-mail:

As a recent arrival from Northern California I had to register three autos which we had brought to Scottsdale. I cannot begin to tell you how considerate, knowledgeable and helpful your staff was.

Two cars needed emissions inspections and all required Class One inspections. Additionally I needed a driver’s license.

The entire procedure went smoothly, efficiently and quickly. I’m sure that in California this procedure would have taken at least eight hours.

Again let me compliment you and the entire staff from the information desk to the inspectors, and operators.

Thank you for making this a most pleasant experience.

Charles Sheptin, MD, FCCP

A Mesa resident sent this note about his MVD experience in the Mesa office:

I am writing this note out of appreciation and gratitude. I came into the MVD office today not knowing what to expect in the way of service and time that might be required. My entire experience has been great.

The people have been pleasant, hard working, efficient, and prompt. I could not have asked for a quicker (less than 30 minutes) and more pleasant experience. This kind of service makes me proud to be a native Arizonan.

Respectfully, Gary Sessions

Get to know

Gennaro Garcia – even his name sounds like an artist's

By Ron Loar
Editor

When MVD employee Gennaro Garcia moved to the United States 10 years ago, he brought with him a passion for art, haute cuisine, and a desire to excel in his new country.

But it was his experience and knowledge of the import/export business and his fluency in Spanish and English that landed the Sonora,

Mexico native a position with the Arizona Department of Transportation as administrative assistant to Santiago Romero, coordinator of the North American Free Trade Agreement (NAFTA) for Arizona.

NAFTA is an international agreement aimed at removing political and economic barriers to trade and investment among the United States, Canada, and Mexico. Under the agreement, all non-tariff barriers to agricultural trade between the United States and Mexico were eliminated.

When not working for the NAFTA Unit in the Motor Vehicle Division's administration offices in Phoenix, Garcia is busy pursuing his interest in art. From his home-based studio in Maricopa, south of Phoenix, the artist turns out paintings that have earned him more than a passing notice in the local art community.

"I've been an artist as long as I can remember," 35-year-old Gennaro Garcia recalls. "I had my first art lessons when I was eight years old." His realization that he is a professional artist came when he began selling his paintings. "When you're paying the bills, and can say, 'alright, I can do this,' then you have earned the right to call yourself an artist," he says.

Gennaro Garcia beside one of his 8-foot high paintings of the Archangel Gabriel. Garcia's painting style reflects an old-world quality derived from his Mexican heritage.

His recent affirmation to being a professional artist came when his work was featured in the December, 2007 issue of *Phoenix Home & Garden* magazine. There author Monica Skrautvol writes, "[his] passion for art has been present from the time Garcia was a young boy... He built his own toys, imitated his brother's paintings, and eventually earned a degree in graphic design in Tijuana."

Skrautvol wrote, "After a trip with his wife to New York City in 2004, Garcia was spellbound by the art he saw in old churches and experienced a spiritual transformation. He quickly switched from his abstract painting style to concentrate on iconic motifs..."

It is his iconic religious art that is fast becoming popular. His eight-foot tall oil paintings of angels and saints are in demand among art collectors particularly in up-scale homes of Scottsdale and Paradise Valley.

His paintings have an old-world quality, largely due to the fact that Gennaro incorporates a Venetian plaster underlay, an affect that artists call "impasto." The plaster dries to a rough and cracked surface over which he paints the picture. He applies 24-karat gold leaf for accents and finally adds color washes that mute the vibrant colors, giving them an aged appearance.

The artist also paints ornately carved crosses and retablos – wood carvings usually depicting a religious scene. The carvings are done by Gennaro's 75-year-old father.

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Get to know Gennaro

Gennaro studied graphic design and photography in Mexico, paying his way through school by paint-ing signs and murals for local restaurants, and eventually entered his family's res-aurant business. At the age of 16, he moved to Yuma, Arizona where he took a job as a general manager in a Mexican restaurant.

While Gennaro was working at a Mexican restaurant in Phoenix, a guest commented about the paintings on the wall and asked for the artist's name. With a mixture of pride and humility, Gennaro told the guest that he was the one who painted the artwork.

Get to know more about
Gennaro Garcia and his art
on his Web site:

www.artbyGennaro.com

That dining guest was artist Mia Pratt, founder and president of Old Pratt Studios in Phoenix. Pratt says, "When he told me that he was the artist, we started a discussion that resulted in his coming to work with Old Pratt. Gennaro spent his first year working with me as an apprentice, learning the professional trade skills required to create large-scale field-based murals and art motifs for our clients. He soon grew into the role of senior designer and senior field artist, directing and executing our largest-scale projects in the most exclusive homes in the valley."



Gennaro paints and sells ornately carved crosses and retablos that reflect his Mexican culture.

Describing Gennaro as "one of the most talented artists," Pratt said, "Working full-time as an artist transformed how he created his personal pieces, and the type of work he created. His creativity began to spill out everywhere, transforming his already amazing photography and redefining the nature of his abstract works."

Pratt so believed in Garcia's artistic abilities that last year she sponsored his first full-scale showing in a private home of a Scottsdale client. The one-man show was attended by nearly a hundred patrons of the arts. "The show featured his magnificent angels, and the hand-carved and painted retablos and crosses," Pratt recalls. He sold most of his inventory of work on that day, and spent the next six months creating the backlog of pieces ordered by clients.

Gennaro and his wife, Briseida, have toured Mexico, South America, Africa, Spain, Italy, and England in pursuit of antiques and rare furnishings for their import/export ventures. His world travels, and experience in the import/export

business have been beneficial to Garcia's role in NAFTA which promotes the free exchange of goods and commodities between the three member countries.

It was through his world travels that Gennaro has found inspiration for his art in the churches, cathedrals, temples. "They're so beautiful and peaceful. It is therapeutic and inspiring for me," the artist says.

During a recent tour of Italy, Gennaro was invited to sell his watercolor paintings at an exhibit of working artists on the Scalinata di Spagna (Spanish Steps) in Rome.

Locally, Gennaro has shown his work in *El Camino del Movimiento: Early to Recent Works Reflecting an Artist's Journey*, an exhibit at Estrella College. In October, 2007, he exhibited his work at the Desert Botanical Gardens' *Dia de Muertos* and at *Dia de Muertos Celebration of Life* in Chandler.

Gennaro offers his watercolors for sale on the piazza of the Spanish Steps in Rome.



Here, Kitty, kitty, kitty

Employees working to reduce feral cat population

They've been dubbed the "Cat Ladies of ADOT," two employees, and one former employee, who devote time before and after work, and on weekends, feeding and caring for stray cats that habituate near ADOT buildings in Phoenix.

But their love for cats – especially feral cats goes beyond just feeding and watering them. Their underlying interest is in reducing and preventing the population growth of feral cats.

Linda Anastasi, an operations supervisor for the Traffic Operations Center on West Durango Road in South Phoenix, and Gail Chimel, who works for the Joint Project Administration in the Engineering Building on the main ADOT campus on 17th Avenue work through the Arizona Cat Assistance Team (AzCATs) to provide for the humane treatment of stray cats. AzCATs oversees a program called Trap, Neuter, Return (TNR) that provides for low-cost neutering and spaying of feral cats.

Linda and Gail are joined in their efforts by former ADOT employee, Patricia Manos, who worked at the Traffic Operations Center before taking a position with Maricopa County.

All three women spend their own money and donations received from other employees to purchase cat food for the homeless kitties. While it may appear that they are just being benevolent care-givers of the unfortunate strays, they are, in fact doing a community service to reduce the stray cat population. "We have to feed them in order to develop a feeding location and cycle first," says Anastasi. "Once we have established a routine feeding site and time, we replace the food with a steel trapping cage that is baited with fish." AzCATs provides the humane traps.

It's a time-consuming ordeal to care for and trap the cats. Once the cats become used to the feeding location and time, the women sit in their vehicles and wait for the animals to take the bait. When the stray cat enters the wire cage,

the door springs shut and the volunteer takes the cage to an approved veterinary clinic that spays or neuters the animal, for a reduced fee that has been negotiated with AzCATs. In a couple of days, the volunteer returns the cat to the same location where it was caught.

To learn more about the TNR program, or to become a volunteer for AzCATs, log onto their Web site at
www.azcats.org

"Some nights you don't catch any cats, other times you can catch several in one trap," says Anastasi, who has been a part of the TNR program since 2001. She estimates in that time she personally has been responsible for the trapping and neutering of 14 cats.

Chimel, who first got started in the TNR program four years ago when she worked at the Traffic Operations Center, continues to trap, neuter, and release feral cats since being transferred to her newest assignment in the Engineering Building. "There's so many out there," she says of the feral cats, "we're trying to control their numbers." She has been responsible for catching a dozen strays.

The population of stray cats in Maricopa County reached unhealthy levels prompting the Maricopa County Board of Supervisors to pass a resolution called Operation Felix. Passed on September 18, 2002, the resolution endorsed non-lethal control of feral cat colonies through the Trap, Neuter and Release program.

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Linda Anastasi, left, and Patricia Manos set a wire cage trap to catch feral cats. The trapped cats are then neutered in an effort to reduce the population of strays.

Retirements from ADOT

This month we say “good-bye” to two long-time employees who have been quiet leaders, of ADOT, with combined service of over 70 years.

Bill Hayden, Regional Freeway System, 38 years – Best known for his work as manager of the Regional Freeway System and Regional Transportation Program, Hayden has been a fixture around ADOT since 1970.

His prior responsibilities have included agency ombudsman, executive assistant to the state engineer, project manager for the Urban Highway Section, manager of Environmental Planning Service, and a public hearing officer.

He has been involved in alternative funding studies, public/private financial partnerships, implementation of the I-10 Inner Loop plans, Pima Freeway negotiations with the Salt River Pima-Maricopa Indian Community, Hoover Dam Financial Feasibility Study, and the Hot Lane Feasibility Study.

Carolyn Upton, State Engineers Office, 33 years – Shortly after graduating from high school in 1973, Carolyn Upton started working in a clerical position for the Arizona State Compensation Fund. Four years later she went to work for the Department of Economic Security’s Child Protective Services Division. In 1981, Upton was hired by ADOT as a typist in the Central Services office, later becoming a typesetter and commercial artist, and then a

forms and procedures analyst. In 1997, she transferred to the State Engineer’s office as a management analyst.

During her tenure with ADOT, she was the first employee liaison for the agency, was an EEO counselor for 10 years and served as president of the EEO Counselor Group for two years.

After more than 33 years of service, Carolyn says, “I feel bad about leaving ADOT with so much yet to be done. But, I know that there is

life after ADOT.” She says she plans to work as a return-retiree for a brief time.

Other recent retirees as reported by Human Resources include:

Larry G. Addison, ITD, Maintenance Management Services, 21 years

Stephen R. Owen, TPD, Arizona Transportation Research Center, 13 years

Laurel Parker, ITD, Statewide Project Management Group, 5 years

Controlling feral cat population

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AzCATs estimates there are in excess of 350,000 abandoned and feral cats roaming the streets, alleys and vacant lots in Maricopa County. They prefer neutering the animals to euthanizing them.



“Killing the cats is cruel and inhumane,” says Patricia Manos, who is a trained veterinarian assistant in addition to her job with Maricopa County. “We encourage non-lethal control of the overpopulation of cats,” she said.

How effective is AzCATs TNR program? Between June, 1999 and the end of 2006, the TNR program ended the breeding cycle for more than 45,000 stray cats. In 2006 alone, 8,475 homeless street cats were trapped, neutered and released in Maricopa County.

Thanks to the “Cat Ladies of ADOT” and hundreds more volunteers like them, AzCATs is making great strides in reducing the feral cat population in Maricopa County.

Gail Chimel places cat food in a feeder station for stray cats near the Engineering Building in Phoenix. Her love for cats promoted her to become involved in the Trap, Neuter and Release program to reduce the population of feral cats.

Practical Ethics

The ADOT Way

By Karen Mills and Dian Work

Benefits of good ethics program

Organizations with strong ethics' programs tend to have satisfied employees and stakeholders, financial integrity, and a good reputation in the community.

An ethical culture at ADOT needs to be strong in several attributes in order to ensure employee and stakeholder satisfaction, financial integrity, and maintenance of our reputation. Evaluate the following ethical attributes as you see them practiced at ADOT and discuss these in your staff meetings.

Mindfulness is the private voice of ethical wisdom. It is self awareness that brings ethical dilemmas and issues to mind. It's a gut reaction or a feeling of discomfort that communicates that something could be a little "off" in a decision. It begs our consideration of these issues:

- I think about whether or not my core values are consistent with ADOT's values.
- I take time to reflect on whether the decisions my co-workers and I make on a daily basis are consistent with my organization's values.
- My organization's management team is passionate about the importance of living the organization's values every day.
- In my area, we take time to talk about our ethics and values when we are making decisions.

Voice is the public voice of ethical wisdom. It changes mindfulness into a public conversation that enables us to explore ethical issues in many forums—meetings, employee surveys or informal conversations. It is shared mindfulness that communicates:

- Our organization is a safe place to express differing points of view about the ethics of a decision.
- If I have even a slight hunch or intuitive feeling that a decision is wrong, it is safe to speak up even without a full set of facts.
- It is my responsibility to speak up when I think the organization's values are being ignored or discounted.
- The organization consistently encourages employees to express their opinions when they have something to say about our ethics.

Respect is listening to others with an open mind, and valuing differing views. It strengthens our ability to work on ethical issues as colleagues, not critics. If your organization has respect, you can affirm:

- I can speak freely with my boss, my peers and/or others in the organization about ethical problems I may observe.
- The organization values a diversity of approaches and points of view among employees.

We encourage reader response. Express your opinions on any subject in this column by leaving a response at (602) 712-8913 or (602) 712-8533. Your thoughtful response will allow us to evaluate and respond to vulnerabilities in our ADOT culture.



Dan Harrigan of the Public Transportation Division sends his appreciation for the coverage that **TRANSEND** gave his Travel Reduction Program in the December, 2007 issue.

Ron,

I'd like to thank you for the recent article in the December issue of the Transcend. I believe that the Travel Reduction Programs are important and any information I can get out to the ADOT employees is helpful.

I never realized the extent of the circulation of Transcend until after my article was published. I have since received numerous calls and emails requesting information, questions, and in general, comments on the programs. I've even been recognized in the hall as that "Travel Reduction guy"!

I look forward to working with you on more articles in the future. Thanks for helping keep the ADOT employees informed!

Dan Harrigan, Travel Reduction Coordinator

Milestones in Service

The following employees have attained milestones for their years of service:

30 Years

Kathleen Schaffer, MVD, Executive Services

25 Years

Joanna M. Anzures, MVD, Motor Carrier and Tax Services

Arthur C. Riley, Jr., ITD, Tucson Maintenance

20 Years

Alicia L. Bayron, ITD, Phoenix Construction

Peter Christenson, ITD, Equipment Services

Mary Cooper, TSG, Contract Accounting

Genevieve Goatson, MVD, Page

Margaret A. Guerra, TSG, Human Resources

Clifton E. Guest, ITD, Bridge Group

Judith E. Lochner, ITD, Phoenix Construction

Roy Rogers, ITD, Holbrook District, Winslow

Rodney Wisner, ITD, Tucson District, Surveys

15 Years

Lisa M. Andersen, ITD, Phoenix Maintenance

Cynthia L. Knapp, TSG, HRDC

Robert L. Melore, ITD, State Engineer's Office

Dean H. Napier, ITD, Little Antelope

10 Years

Judith M. Esgro, TSG, ITG

William M. White, TSG, ITG

Charles Ordell, MVD, Office of the Inspector General

Photo submission



Against a backdrop of the Vermilion Cliffs in northern Arizona, two California Condors sun themselves on the Navajo Bridge on U.S. Route 89A. Mike Steward, a Natural Resources Manager 1 from the Flagstaff District took this photograph on January 10. Once on the brink of extinction, condors, are now making a recovery due to the efforts of wildlife organizations. From only 22 condors known in existence in 1980, their numbers have risen to 289 in the southwest this year.

If you have an interesting or unusual photo from around Arizona, and would like to submit it for publication, send a quality, high-resolution photo along with description, your name and telephone number to Trandsendeditors@azdot.gov.